

ANNEX B: ORGANIZATIONS

OVERVIEW

Strategic guidance and operational experience confirm that the nation requires expeditionary forces capable of sustained operations. Army forces are required to fight on arrival throughout the battlespace and to dominate potential adversaries for the duration of a campaign. This requires the Army to sustain decisive operations for as long as necessary, adapting to changes as required. At the same time, we must reconcile expeditionary agility and responsiveness with staying power, durability, and adaptability.

The Army's ability to successfully provide the Joint force rapid expeditionary capabilities and to sustain land campaigns across the spectrum of conflict requires seamless active and reserve component contributions. The Active Component provides rapidly responsive, agile and expeditionary forces that respond within the first thirty days of an operation. The Reserve Component, particularly the Army National Guard, provides the bulk of Homeland Defense support. Both Active and Reserve forces will provide depth through follow-on forces that provide the Joint force commander campaign-quality capabilities necessary to conduct sustained and decisive land operations.

Transformation, modernization, and proper sizing of the force are keys to ensuring the Army meets increased operational demand, preserve the All-Volunteer Force, and provide land power to combatant commanders. By Fiscal Year 2007, the Army's operating force will have activated or converted approximately 75 percent of its Brigade Combat Teams, operational headquarters and support brigades.

In order to provide the capacity to meet the strategy, build strategic depth, mitigate key capability shortfalls, and increase Active Component time at home (dwell time), the Army will grow 74.2K by

FY 2013 across all three components. The Active Component will be increased to 547.4K, a 65K increase from the currently programmed 482.4K. The plan makes permanent the 30K temporary increase and grows the force in annual increments of approximately 7K per year for the next five years. The plan also recommends an increase of 8.2K in the Army National Guard to 358.2K, and 1K in the United States Army Reserve to 206K.

This end strength increase with corresponding mobilization policy decisions outlined by the Secretary of Defense will begin reversing the requirement-to-resources mismatch and will help ensure that the Active Component can achieve a dwell time of one year deployed to two years at home by FY13, given current operational demand.

The Army plans to gain further efficiencies by shifting personnel spaces into the Operating Force by gaining efficiencies from restationing activities, military to civilian conversions, and business process adaptations.

The 2006 Quadrennial Defense Review refined the force planning construct model in Total Army Analysis (TAA), focusing on Homeland Defense, War on Terror/Irregular (Asymmetric) Warfare, and Conventional Campaigns. The Army continues to shape the TAA process to ensure force size can sustain a brigade-centric Army. TAA 08-13 results addressed the requirement to maintain sufficient force generation capability and the need for rotational forces to support operational demands of the long war.

Recent decisions to expand the size of the Army demonstrate the President, Secretary of Defense, and Congress recognize clearly the importance of Joint ground forces to meet strategic requirements, and the increasing stress on Soldiers and families as a result of increased operational tempo that exceeds the recent FY06 QDR construct.

The Army budget will increase throughout the Future Years Defense Plan to resource and sustain growth. The Army is developing plans to grow to include 76 BCTs (48 AC BCTs and 28 RC BCTs) and approximately 225 support brigades. This expanded force pool would allow the Army to provide a continuous supply of 20-21 BCTs (16 Active and 4-5 Reserve) with enablers.

Key end-state force capabilities will include:

- Tailorable units
- Combat force centered around 76 BCTs
- “Plug and play” capability in 225 Multi-functional and Functional Support Brigades
- Army headquarters organized to enable COCOMs to leverage full-range of capabilities
- Army Support to Other Services, e.g., indirect fires, fuel, water, transportation, mortuary affairs, and improved Joint fires
- Embedded Combat Support/Combat Service Support that provides expeditionary capability; however, still some risk in campaign quality capabilities
- Multi-functional units that provide maneuver commanders greater protection and situational awareness with ability to tailor organization based on the situation and operational mission
- Net-centric capabilities, to include cyberspace
- Reduced risk in Military Intelligence at division and below increased operations/intelligence fusion in MI battalions

OPERATING FORCE: AC/RC REBALANCING

Active/Reserve rebalance is an incremental process that facilitates transformation of a 1990s Army into a Force that can effectively fight the long war. To date, the cumulative effects of three phases have resulted in a rebalance or programmed rebalance

of more than 115,000 force structure spaces across all components.

The first phase of Active/Reserve rebalance was initiated by the Army during TAA/POM 2004-2009 to address High Demand/ Low Density unit shortages in the force.

Phase two began with a 9 July 2003 SECDEF Memorandum directing the services to reduce the need for Reserve units in the first 15 days of a rapid response operation and to limit involuntary mobilization of Reserve units to not more than one year in every six years. The Army Chief of Staff expanded this guidance to reduce the need within the first 30 days.

Phase three was initiated in the fall of 2003 as a result of CSA Directive Seven, which eliminated Authorized Level of Organization shortfalls, added additional high demand Active units to the force, eliminated over-structure and established Trainees, Transients, Holdees and Students - like accounts in the Reserve Component.

OPERATING FORCE: MODULAR FORCES

Transforming to a Modular Force while we fight is helping set conditions to achieve a desired level of modernization through the programmed years within the constraints of the Force End Strength Plan. In addition, strategic and operational requirements require the Army to balance agility and responsiveness with the Army’s ability to sustain decisive operations for as long as necessary. Transforming to a modular, brigade-based force to achieve three primary goals:

Increase number of available Brigade Combat Teams to meet operational commitments while maintaining combat effectiveness equal to or better than that of previous divisional BCTs.

Create combat and support formations of common organizational designs that can be tailored to meet the varied demands of combatant commanders, reducing Joint planning and execution complexities.

Redesign organizations to perform as integral parts of the Joint force, making them more effective across the range of military operations and enhancing their ability to contribute to Joint, interagency, intergovernmental, and multinational efforts.

This modular conversion effort is the greatest restructuring of Army forces since World War II, affecting nearly every organization in our inventory. Most combat formations and headquarters will be complete by 2008; theater Army headquarters will be completed by 2009; and support brigades will be completed by 2011.

MANEUVER BRIGADES

The decisive effort of Army transformation is the creation of modular, combined-arms maneuver BCTs. As part of this transformation, the Army migrates capabilities previously found at divisions

and corps to BCTs—the building block of combat forces in the Future Force. Each type of brigade is of standard configuration and organization. These brigades gain improved force packaging, sustainability, battle command, and situational awareness while retaining the same lethality as the larger, task-organized BCTs. These units serve as the foundation for a land force that is balanced and postured for rapid deployment and sustained operations worldwide. The three Brigade Combat Team designs are the Heavy, Infantry, and Stryker. Their organizational configuration is depicted at Figure B-1.

These BCTs are similar in overall configuration. The main difference is that Stryker BCT has three maneuver battalions instead of two. Heavy BCT has two combined-arms battalions, reconnaissance squadron, fires battalion, support battalion, and

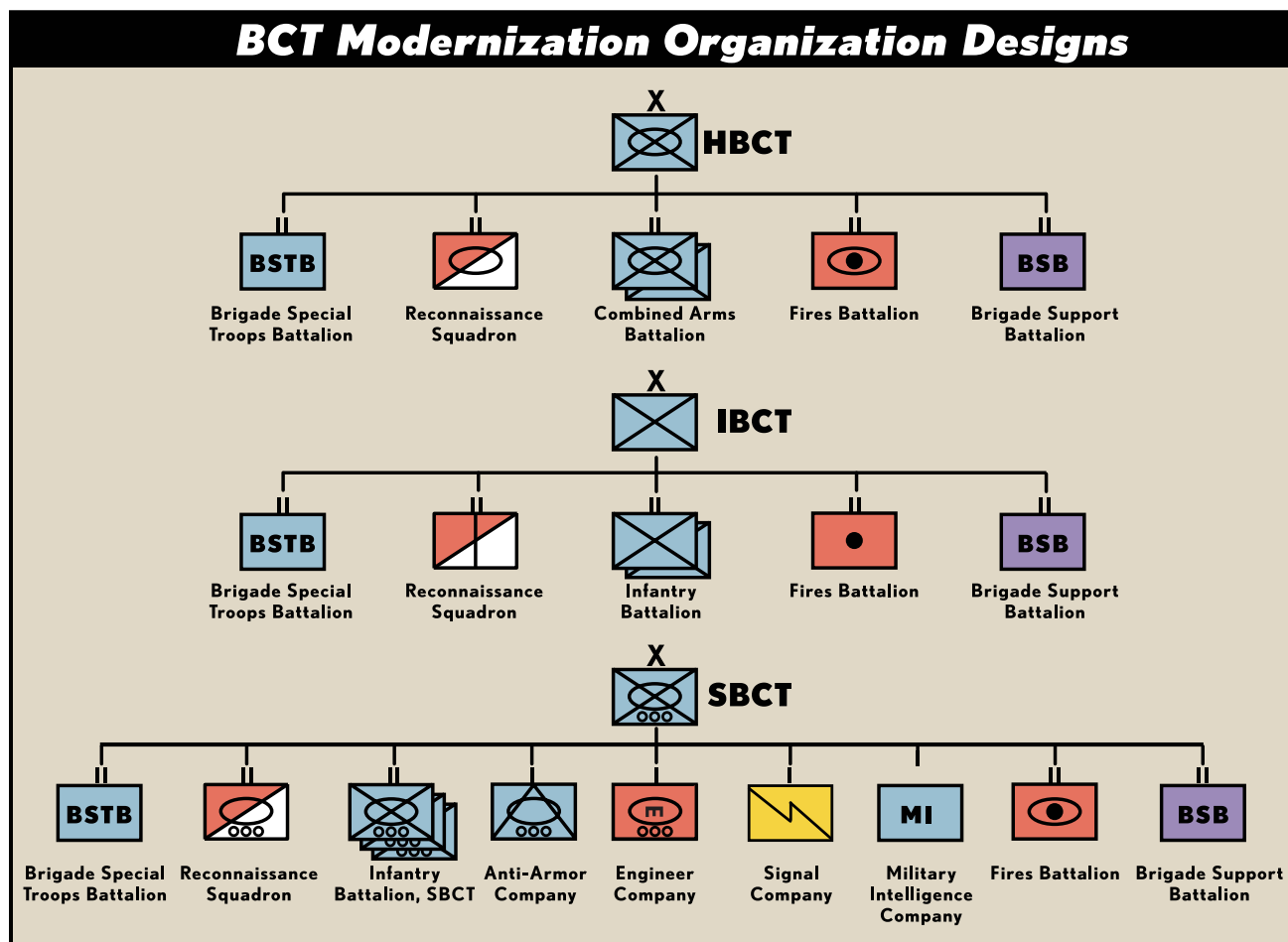


Figure B-1. Modular Organizational Designs for Brigade Combat Teams (BCTs)

brigade special troops battalion. Infantry BCT has two infantry battalions, reconnaissance squadron, fires battalion, support battalion, and a brigade special troops battalion. SBCT has three infantry battalions, reconnaissance, surveillance and target acquisition squadron, fires battalion, engineer, signal, MI, and anti-armor companies.

The AETF will not grow to an HBCT in FY08 as directed in the FCS EBCT base EXORD. Instead HQDA ICW TRADOC, PM FCS (BCT), and Army Test and Evaluation Command (ATEC) will organize and structure the AETF as a tactical unit to meet training and testing requirements. TRADOC, ICW ATEC, PMFCS (BCT), and HQDA will conduct periodic reviews to determine requirements and adjust future E-MTOEs as necessary.

The 11th Cavalry Regiment, Fort Irwin, Calif., will convert to a multi-compo heavy-modular formation in the FY09-11 period. Modular structure will better facilitate the 11th CR's Combat Training Center support mission and participation in the ARFORGEN process.

OPERATIONAL HEADQUARTERS

Early modular doctrine called for replacement of existing structure of divisions, corps, and echelons above corps with only two command echelons. Joint operational experience and analysis led us to reevaluate this plan and retain the corps as a three-star-level operational headquarters. The Army's modular corps design in particular has significantly increased the capabilities of these headquarters to respond with little or no notice as a Joint Command and Control Joint Task Force headquarters. Additionally, each Theater Army will be capable of serving as both Army Service Component Command (ASCC) and Joint Forces Land Component Command (JFLCC) to support geographic combatant commanders.

CORPS AND DIVISION HEADQUARTERS

Corps and divisions will be reorganized into headquarters with deployable command posts. Division headquarters will remain the Army's

primary operational-level headquarters; Corps headquarters generally will be assigned against intermediate headquarters, JTF, or JFLCC responsibilities. Both organizations are capable of commanding and controlling a tailored mix of BCTs and support brigades.

The Army will retain three corps headquarters, all of which convert to modular design by FY10. V Corps will inactivate FY09, resourcing the 7th Army/U.S. Army Europe Operational Command Post.

The Army currently projects 18 division headquarters in the total force (10 Active and 8 Army National Guard). All are programmed to convert to modular design by FY09, fully standardizing the division headquarters across the force.

ARMY SERVICE COMPONENT COMMANDS

The Army Service Component Command will focus on the Army's component responsibilities for the entire Theater's Joint, interagency, intergovernmental, and multinational operational land forces. Army service component commands may also command and control Theater-level subordinate headquarters tailored to the requirements of the Joint force commander and conditions in Theater. As directed by the combatant commanders, selected ASCC headquarters will serve as a JFLCC or JTF. The command responsibilities are those assigned to the combatant commanders and delegated to the ASCCs and those established by the Secretary of the Army.

THEATER SUBORDINATE COMMANDS

At theater level, ASCC headquarters may exercise Command and Control for up to seven types of modular Theater-level subordinate commands. These organizations fulfill unique Command and Control requirements over support brigades and area functions. The theater-level subordinate commands include:

Signal. Theater-level command, control, communications, computers, communication, and information management is executed by a Signal Command (Theater) or a Tactical Theater Signal Brigade. These ten Signal (seven Active with two Army National Guard and one Reserve) organizations execute network operations within the Army's portion of the Global Information Grid.

Military Intelligence. MI brigades execute Theater-level intelligence. These ten Active Component organizations coordinate and leverage Joint and national intelligence capabilities in support of the Army or Joint force commander.

Sustainment. Theater-level sustainment and intra-theater logistics Command and Control is executed by the Theater Sustainment Command (TSC). This command also coordinates inter-theater logistics. TSC integrates Surface Deployment and Distribution Command, Defense Logistics Agency, Special Operations Forces, Army Materiel Command, contractor, and other agencies in sustainment operations. Theater Sustainment Command retains deployable command posts for distributed or early entry operations (Expeditionary Sustainment Commands).

Civil Affairs. Theater-level Civil Affairs planning, coordination, and synchronization and civil-military operations support is executed by the Civil Affairs Command (four in the Reserve), which provides staff augmentation, functional specialty teams, a Civil-Military Operations Center and Civil Information Management cell.

Medical. Theater-level medical Command and Control and administration is executed by the Medical Deployment Support Command (two Active and two Reserves). This command also retains an operational CP for distributed or early-entry operations.

Aviation. Two CONUS-based Theater Aviation Commands will establish a theater-level aviation pool to support missions requiring reinforcement

of Combat Aviation Brigades. Each command contains a support brigade, an assault brigade and a Theater Airfield Operations Group.

Air and Missile Defense. Some theaters will receive Area Air and Missile Defense Commands to provide critical theater air and missile defense against hostile aircraft, ballistic missiles and unmanned aerial vehicles. There are two Active Component and one Army National Guard.

Support Brigades. The Army retains a wide array of functional support brigades. In addition to functional brigades that bring an individual capability, the Army provides Multi-functional brigades that are designed to perform not only a core capability but also a broader array of functions across the spectrum of operations. They have sufficient organic Command and Control and logistic capabilities to accept additional force capabilities (maneuver, logistic or combat support) to accomplish a wide variety of tasks in support of the Joint force.

The five Multifunctional Support Brigade types are Fires Brigade (Fires), Battlefield Surveillance Brigade, Combat Support Brigade (Maneuver Enhancement), Sustainment Brigade, and Combat Aviation Brigade.

Fires will provide the land force commander with precision strike capabilities that can control both Army and Joint fires throughout the depth of the area of operations. It has organic target acquisition capabilities and will be tied closely to reconnaissance and surveillance assets, is capable of executing both lethal and non-lethal effects for the commander, and will be able to direct armed unmanned aerial systems. The Army will provide a Total of 13 Fires, with six in the Active Component and seven in the Army National Guard.

Battlefield Surveillance Brigade (BfSB) will synchronize all dedicated collection assets available to the operational commander. It will link to Joint intelligence, surveillance, and reconnaissance capabilities. BfSB will complement situational

awareness developed by maneuver brigades and lead the fight for information within its Area of Operations. The Army will provide three BfSBs in the Active Component and two in the Army National Guard.

Combat Support Brigade (Maneuver Enhancement) (CSB (ME)) will enable, enhance, and protect the operational and tactical freedom of action of the supported force. It is designed to receive and control forces that execute decisive, shaping, and sustaining operations to prevent or mitigate the effects of hostile action against the supported force and performs rear area security for the supported force. It will have a multifunctional staff with limited functional staff cells capable of planning for air defense, chemical, biological, radiological, and nuclear defense, MP actions, and engineer actions. TAA 08-13 programmed a total of 15 CSB (ME); three in the Active, ten in the Army National Guard, and two in the Reserves. However, the number of CSB (ME) in the total force may change as the Guard rebalances and the Reserve right sizes their respective forces.

Sustainment Brigade (SUST BDE) is tasked organized to provide logistics support for all Army forces within the AO, and for Joint and multinational forces as directed. SUST BDE will link theater-level supply and service activities with the maneuver brigades' organic Combat Service Support organizations. In the near-term, the Army will complete a comprehensive logistics concept for the new Modular Force design using 30 SUST BDEs. The Army will provide 13 SUST BDEs in the Active Component, nine in the Army National Guard, and eight in the Reserve.

The **Combat Aviation Brigade (CAB)** is fully capable of planning, preparing for, executing and assessing mobile strike operations and deep attacks using attack helicopters. It has a fully capable fire support element that possesses suppression of enemy air defense, maintains intelligence links to track targets, and includes the Army aviation battle command element to coordinate airspace control measures as necessary—all linked to

the appropriate Joint systems. There are four CAB variants: heavy, medium, light, and Army National Guard Aviation Expeditionary Brigades. Additionally, the Army has converted two Active and one Army National Guard aviation squadrons associated with the Cavalry Regiments (CR) to Air Cavalry Squadrons, which will continue to support CR or SBCT operations as required. The Army will provide six heavy, three medium, and two light Combat Aviation Brigades in the Active Component, and two heavy and six AEB CABs in the Army National Guard. When completed, Army modular organizations will be menu items—brigade-sized formations that accomplish the major functions required for the full-range of military operations, from which the Joint force commander may choose to meet his needs. The mission requirements determine the mix of forces without the constraints of fixed, large, standing organizations such as division or corps.

OPERATING FORCE: FUNCTIONAL CAPABILITIES

Though modular Army formations are well-equipped to operate across the full range of military operations, the Army is examining specific functional capabilities that it provides to the combatant commander.

Modular Sustainment. As Army modularly converts to improve its full-spectrum capabilities, its logistics capability will similarly transform. Training and Doctrine Command, Army Materiel Command, and units in the field are exploring concepts for modularly converting Army tactical and operational-level sustainment units to provide the best possible support to Army units operating as part of a Joint force. The effect of modularity on logistics will be characterized by more modular and capable sustainment organizations and reduced echelons that allow for increased throughput directly to forward locations. At the core of this shift is the development of a combat force with increased self-sustainment capabilities that can conduct sustainment operations internally while relying on the distribution system to enable logistics reach.

Logistics Command and Control will be capable of deploying small elements immediately and expanding as the theater develops. This guarantees a single logistics Command and Control within Theater from the beginning of any operation. The structure will be Joint-capable and interdependent. The modular Army will be expeditionary and its logistics capability will enable the rapid employment of these forces. A theater opening capability will meet this need. This organization will be specifically designed, equipped, and trained to quickly receive forces and prepare them for onward movement and employment. No longer will maneuver units be expected to devote their organic assets to receive themselves in an area of responsibility.

ARMY SPECIAL OPERATIONS FORCES

A deployment strategy based upon a “presence for purpose” methodology will ensure more efficient use of Army Special Operations Forces’ unique capabilities. Special Operations Aviation SF continues to reposition forces to CONUS locations and form the nucleus of this expeditionary capacity. Likewise, the “Ranger Regiment XXI” initiative provides a more adaptive and self-sustaining force to meet future requirements. The recent transfer to the U.S. Army Reserve Command from SOF of Civil Affairs and Psychological Operations forces and other similar QDR initiatives continue on schedule. By FY13, these initiatives will result in Army Special Operations Force that are more agile and adaptable to meet the broad range of challenges facing our Nation, and the demand for Special Operations Force is expected to remain high for the foreseeable future. Currently, Army Special Operations Forces has over 4,300 Soldiers actively engaged in 39 countries on 77 missions. Present and projected estimates on commitments equate to the near total commitment of all Active Component and Reserve Component Army Special Operations Force.

ARSOF Group, CA, PSYOP, Aviation, Rangers, and CSS restructuring is essential to a long-term rotational expeditionary capability that supports

the Army transformation strategy.

U.S. Army Special Forces Command is currently undergoing historic, unprecedented growth. This force structure growth greatly increases SF capabilities. In Band III, SF has become more lethal and better able to plan, coordinate, and synchronize Joint fires assets with the addition of a Joint Fires Element in each Special Forces Group and battalion. The additional increases in the Special Forces Group headquarters provide superior battle staff with greater Command and Control planning and synchronization. Special Forces Groups have gained increased capabilities across the JIIM functions. Band III and the QDR adds an additional Special Forces battalion to each Group. Beginning in FY08, SF will grow one battalion per year through FY12. This increase will provide a better posture for SF to conduct a long-duration persistent, unconventional warfare campaign. With the addition of five Group Support Battalions, U.S. Army Special Forces Command has organic logistical capabilities that allow it to support a Combined Joint Special Operations Task Force (CJSOTF) with little augmentation. Collectively, these increases transform SF into an organization of significantly greater depth, capability, and self-sufficiency that is more capable of prosecuting Army Special Operations Force missions.

Civil Affairs transformation provided a more robust force structure in support of ARSOF requirements by creating an Active Component Civil Affairs brigade with four regionally oriented Active Component Civil Affairs battalions. Included in the new Civil Affairs brigade are new capabilities such as additional Civil Affairs Teams, an organic and deployable Civil-Military Operations Center, organic Planning Teams, and an organic CIM cell capable of integrating and fusing the civil situation into the Joint force commander’s Common Operational Picture.

Psychological Operations redesign creates additional Active and Reserve Tactical Psychological Operations Companies. Included in the redesign are new capabilities such as enhanced tactical PSYOP

companies equipped with organic print capability, AC-only enhanced Regional PSYOP battalions capable of forming the core of PSYOP Task Forces. AC dissemination forces have improved reach-back technologies to ensure rapid development and production of products, and fielding of the latest product dissemination technology (radio, TV, print) for advanced distribution capabilities.

Ranger Regiment force redesign will increase the 75th Ranger Regiment's operational while simultaneously establishing a lethal, flexible, Modular Force that is strategically responsive. RRXXI highlights include addition of a rifle company per battalion, increased reconnaissance formations at both the battalion and regimental levels, growth of an additional Fire Direction Center in the mortar platoons, and the addition of a support company to each battalion. Likewise, the new Regimental Special Troops Battalion is comprised of a support operations detachment; and reconnaissance, MI, signal, and operations companies. These formations directly support the Ranger Battalions, thereby validating the modular capability of the overall force design.

Army Special Operations Aviation redesign creates a robust force structure for the 160th Special Operations Aviation Regiment (Airborne) capable of providing sustained special operations rotary-wing aviation support (high-demand/low-density asset) to both Army and other Joint SOF elements. The Forward Expeditionary Force structure is conceptually modular; aviation expeditionary forces are more flexible, sustainable and mission tailored. Once resourced, all Army Special Operations Aviation battalions will field like-model aircraft (MH-47G, MH-60M and A/MH-6M) and be able to deploy modular Special Operations Aviation Expeditionary Detachments with enhanced C2 and sustainment capabilities.

U.S. Army Special Operations Command restructured strategic-, operational-, and tactical-level logistics concepts for Army Special Operations Force by transforming at three levels. The Sustainment Brigade (Special Operations)

(Airborne) was created from the former Special Operations Support Command. Sustainment Brigade plans, integrates, and assesses Army-common and SOF-peculiar logistical support to deployed Army Special Operations Force at the strategic and operational levels. The inactivated 528th Special Operations Support Battalion provided the base components for the new, organic Group Support Battalions for the Special Forces Groups, Ranger Regiment Support Operations Detachment, and Ranger support companies.

ARMY SPACE FORCES

The Army's reliance on space-based capabilities continues to grow. Traditional Army staffs and organizations routinely use a variety of space-based systems, and Army space forces are postured to maximize use of these capabilities, and when necessary, deny adversaries use the same. The 1st Space Brigade provides continuous global space support through space force enhancement and space control operations. The 1st Space Brigade ensures Army space operations are seamlessly integrated, coordinated, and synchronized with other Army, Joint, and multi-national units. The Space Brigade employs deployable Army Space Support Teams that provide mission-specific space products, situational awareness of space conditions and space assets, detailed knowledge of enemy space capabilities, and an understanding of the operational impact of space support on combat, Combat Support, and sustainment operations at all echelons. The brigade also operates Joint Tactical Ground Stations that provide continuous assured theater ballistic missile warning, combined early warning, and battlespace characterization.

The brigade's Commercial Exploitation Teams rapidly provide commanders commercial and national satellite imagery data and specialized imagery products in support of Army, Joint, and combined force operations. The brigade also forms a baseline for the Space Coordinating Authority staff, and performs day-to-day staff functions when the JFLCC is designated as the SCA. Finally, the brigade performs Satellite Control for communications network and satellite payload

control of the Defense Satellite Communications System in support of the President, SECDEF, and Joint combatant commands by operating and maintaining five Wideband Satellite Operations Centers, and a DSCS Certification Facility. In the National Guard, the 100th GMD Brigade exercises command and control of the 49th Missile Defense Battalion (GMD) to provide mid-course missile defense against a limited ballistic missile threat in support of Homeland Defense and U.S. Strategic Communication's Unified Command Plan assigned mission of Integration Global Missile Defense.

The Army provides air and missile defense to defeat hostile air and missile attacks, enhance situational understanding, and contribute to airspace management and force protection. Air Defense Artillery units lead the Air and Missile Defense effort for the Army and participate fully with other elements of the JIIM team at strategic, operational, and tactical levels. These units protect U.S. and coalition forces, critical military and geopolitical assets, and contribute to homeland defense.

The Air Defense Artillery force is organized into functional brigades consisting of a mix of Patriot and composite air and missile defense battalions. These brigades can be tailored to meet specific combatant commander requirements against a variety of threat sets. The ongoing transformation of Air Defense Artillery forces sets the conditions to convert the Air and Missile Defense force to modular designs in order to meet the emerging threat of ballistic missiles, cruise missiles and Unmanned Ariel Systems.

Future Engineer Force. The Army continues its Engineer transformation with FY 07, 08, and 09 being decisive years as critical resources are synchronized. The Army will expend considerable resources to transform clearance, horizontal, and vertical companies. The primary function of the Army Engineer is to provide assured mobility, which is intended to guarantee the processes, actions, and enabling capabilities that guarantee the maneuver force commander the ability to

maneuver when and where he desires without interruption or delay. The Future Engineer Force assures this through modular organizations that are adaptable and capable of augmenting maneuver BCTs, support brigades, and division corps headquarters. There are two categories of Future Engineer Force organizations: Embedded Engineer Force and Engineer Force Pool.

The Embedded Engineer Force is organic to the maneuver BCTs, or division or corps staff.

The Engineer Force Pool includes all engineer units not organic to BCTs, or division or corps staff. The Engineer Force Pool consists of baseline forces that serve as primary building blocks for providing tactical and operational engineer capabilities, mission unit forces comprised of highly specialized engineer capabilities required by baseline forces, and Engineer Battle Command. The baseline Engineer Force contains modular engineer capabilities and scalable Command and Control plugs required frequently by both maneuver BCTs and support brigades supporting division and corps.

Medical Modernization. The Army continues to work toward completion of the Medical Reengineering Initiative as resources become available. MRI reorganizes deployable medical forces at the theater level and provides the transitional pathway to the Modular Force. To permit rapid integration to Joint expeditionary applications and provide further modularization of the medical force, the Army Medical Department has introduced a new concept known as Adaptive Medical Increments to existing medical forces into a selection of prepackaged, cellular subcomponents that can be chosen as menu items.

Chemical Corps Redesign. The U.S. Army Chemical Corps is undertaking a dramatic change of its force structure to create modular and flexible organizations to better support both warfighters and domestic response requirements. The redesign of the Chemical Corps simplifies its overall force

structure. The CS companies and heavy chemical companies will all be multi-functional companies. These companies will have platoons capable of conducting Nuclear, Biological and Chemical reconnaissance and decontamination missions. Additionally, these companies will have a biological detection capability. All of these companies will possess the skills and training necessary to support forces in combat as well as to provide support to DOD or civilian authorities in response to domestic chemical, biological, radiological and nuclear incidents. Challenges are anticipated in ensuring these units are equipped with the reconnaissance platforms, decontamination systems and biological detection equipment necessary to perform their critical missions.

Baseline biological detection and large area smoke generation will continue to be provided by specialized units, and Chemical Corps personnel will continue to man critical staff positions throughout the Army to advise and train personnel in NBC defense.

In 2007, the Army redesigned the Chemical, Biological, Radiological, Nuclear and (high-yield) Explosive Operational Headquarters to serve as DOD's operational headquarters for global Weapons of Mass Destruction Elimination operations in support of national combating WMD objectives. This headquarters commands and controls Army and/or joint forces for WMD-E and other WMD-related operations.

Military Police Corps changes are a combination of organization redesigns and force structure increases to improve capabilities and better meet operational demands. Key design changes include tailoring the MP Combat Support Company into a smaller but more capable organization and restructuring Internment/Resettlement units to improve their versatility and deployability for the entire breadth of I/R missions. Robust MP platoons are now organic to the HBCTs and IBCTs. The MP Corps is also standardizing many of its company and headquarters designs to decrease the number of specialized limited-purpose organizations while

increasing the number of multifunctional units. Finally, the Army is increasing the overall number of MP Combat Support and I/R units to meet increased Global War on Terrorism operational demands for law enforcement, criminal investigation, and detention operations expertise.

Army Signal force structure is reorganizing through multiple force design updates: Integrated Theater Signal Battalion, Tactical Installation and Networking Company, JTF/JFLCC command, control, communications, and computers packages, and network operations updates.

Integrated Theater Signal Battalion provides a multifunctional structure that significantly streamlines Theater signal structure; reduces requirements to task organize, and bridges the gap between the current and future signal architecture.

Tactical Installation and Networking Company's new flexible design adds/enhances network installation capabilities to the Army's cable and wire companies to resource the range of military operations—from small-scale contingencies to Homeland Security missions.

The Network Operations force structure update implements the three tenets of NETOPS (network management, information assurance, and information dissemination management) in a tiered Signal command structure providing real-time collaborative, integrated, and seamless end-to-end management and defense of Theater-level strategic and tactical networks for all Army global applications and information services.

Joint Network Node transition to WIN-T. Ongoing developments in signal structure below Corps level are still being refined. The Army is leveraging technological developments in order to consolidate networks into fully integrated enterprise architectures for all Army forces.

Multi-Component Unit. An MCU combines personnel and/or equipment from more than one component on a single authorization document

to maximize integration of Active and Reserve resources. Multi-Component Units have unity of Command and Control similar to that of single component units and do not change a unit's doctrinal requirement for personnel and equipment, but require the integration of Active and Reserve resources. MCU selection is based on mission requirements, unique component capabilities and limitations, readiness implications, efficiencies to be gained, and the ability and willingness of each component to contribute the necessary resources. The Army continues to refine the mix of Active and Reserve in these units to enable them to more effectively support mission requirements.

GENERATING FORCE: INSTITUTIONAL ADAPTATION

Under Title 10, U.S. Code, the Army's generating forces provide management, development, readiness, deployment, and sustainment of the Army Operational Force. The Army's Generating Force of approximately 2,400 units consists of approximately 25 percent of total Army authorized end-strength across the Active and Reserve Component. Increasingly, elements and Soldiers of the Generating Force are deploying worldwide in support of ongoing operations—from instructors who deploy from the training base to train foreign armies, to engineers advising and directing reconstruction projects.

Simultaneously, the Army is continuing to reduce the number of Soldiers assigned to the Generating Force to the minimum possible in order to allow more rapid expansion of the Operational Force. To this end, the Army is conducting its second round of military-to-civilian conversion and has already returned over 7,200 Soldiers to the Operational Force. This, together with the effects of Base Realignment and Closure, Global Defense Posture, and business transformation, initiatives are designed to reach a goal of 80,000 Soldiers in the Generating Force. The Army's ultimate success in this effort and the timing of its implementation will be driven by operational demands on the Force

as a whole and the availability of adequate funding to support conversions.

This design of the Generating Force is a critical component of the overall Army transformation strategy and is captured under the campaign objective of "Adapt the Institutional Army" within the Army Campaign Plan. Institutional adaptation began implementation in late-2005, with a series of decisions to:

- Transform the institutional base to more efficiently perform Service Title 10 and executive agent functions that support implementation of Army Force Generation
- Divest nonessential functions, remove unnecessary layering and duplication, consolidate functions, resource in the most cost-effective manner, and privatize or outsource functions where applicable
- Develop a Joint interdependent, end-to-end logistics structure that integrates a responsive civil-military sustaining base to better meet Army operational requirements
- Foster a culture of innovation to greatly increase institutional agility
- Convert appropriate military to civilian positions to improve availability of Soldiers for deploying units

